

# MODERN PESANTREN (ISLAMIC BOARDING SCHOOL) : COMPETITIVE ADVANTAGES IN DARUL YATAMA WAL- MASAKIN (DAYAMA) ISLAMIC BOARDING SCHOOL IN JEROWARU EAST LOMBOK

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## Abstract

*Nowadays, Islamic boarding schools have experienced a very significant change considering the current of globalization which is increasingly expanding to all sides of human life. To be able to compete in this era, Islamic boarding schools – in one hand - must work together with other institutions and make changes by applying management as a foundation in developing boarding schools on the other, in order to be able to compete and become a modern boarding school in all fields such as entrepreneurship boarding school. This study aims to determine entrepreneurship planning, management strategies used and marketing management of Darul Yatama Wal-Masakin Islamic boarding school. This study used qualitative research with a descriptive approach. Data collection techniques carried out by unstructured interviews, non-participant observation, and documentation. The data were analyzed with an interactive model consisting of data collection, data reduction, data display, and conclusion. Checking the data validation was done by increasing the perseverance of observation and triangulation. Based on the results of this study, it was found that; a) Entrepreneurship planning started from the results of the fundamental thinking of its founder, namely TGH. Mubammad Mutawalli Yahya Al-Kalimi with the concept of independence. The concept of independence that he initiated was to prepare facilities that can be used as a source of funds to finance the management of the Islamic boarding schools; b) Management strategies in developing entrepreneurship can be seen from the business units developed such as: gas stations, animal husbandry, agriculture, fisheries and cooperatives. c) Marketing management used was involving and making all society as partners in every business that was developed.*

**Keywords:** Excellence, Strategy Management, Entrepreneurship, Marketing

## INTRODUCTION

An Islamic boarding school is a form of the development process of the national education system. The existence of Islamic boarding schools in Indonesia has made a huge contribution, both at the local and national level. In the early of the 21st century, the growth of Islamic boarding schools is increasing rapidly. The

existence of Islamic boarding schools in the early 21st century gives a new color in all fields, including in the business world.

Changes and development of Islamic boarding schools continue to be made, including in implementing professional management in its development without having to eliminate its authenticity. Among the developments that must be carried out by Islamic boarding schools are the development of human resources or human development index, development of boarding school communications, development of boarding school economy, and development of information technology in boarding schools and this must be supported by qualified management.

Management is needed by all forms of cooperation to achieve common goals because management contains a series of ways to achieve organizational goals. Stoner in Wijayanto stated that Management is a process of planning, organizing, directing and supervising the efforts of the members of the organization and using the resources of other organizations to achieve the stated organizational goals.<sup>1</sup> The same thing was expressed by Marry Parker Fallot in Wijayanto Management is the art of completing work through other people.<sup>2</sup>

The management of modern boarding schools today, the role of clerics is reduced in managerial terms, because in this phase, a cleric delegates authority to the administrators and other assistants who are considered competent to take care of the existence of boarding schools. The role of the cleric's leadership, at this stage is very minimal. The management of Islamic boarding schools is mandated to all elements that support the cleric's leadership. In fact, there are many models for managing professional and modern Islamic boarding schools.

Managing Islamic boarding schools well and modern can be seen from the management strategies adopted by the leaders in maintaining the resilience of Islamic boarding schools in carrying out daily activities. The existence of boarding schools in locations that are said to be identified with areas where the index of human development is still low and hot locations do not make the Islamic boarding school leaders feel excluded from work. In this situation, the leaders of Islamic boarding

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<sup>1</sup> Wijayanto, *Pengantar Manajemen*, (Jakarta : Gramedia Pustaka Utama. 2012), h.1

<sup>2</sup> Wijayanto, *Pengantar Manajemen*, 1.

schools are able to make enormous changes in all fields one of them is the business world.

Management includes all types of organized activities and in all types of organizations, so that various concepts about management emerge, starting from education management, human resources, finance, strategy, management, marketing and others. The following are some of the known management in certain fields: a) Human resource management, management focused on personal improvement in an organization, b) Production management, management related to the results developed by an organization, c) Management of financing or capital, management related to the finances of an organization, d) Marketing management, management related to product distribution, for example the sale of certain products.<sup>3</sup>

Darul Yatama Wal-Masakin Foundation (Dayama) Jerowaru, East Lombok is one of the boarding schools that appear different from the boarding schools in NTB. The existence of the Darul Yatama Wal-Masakin (Dayama) Islamic Boarding School in Jerowaru, East Lombok with its characteristics in the form of management that is based on a capable management system, both in terms of developing strategic management, marketing management and entrepreneurship is evidenced by the large number of business units that are managed.

The strength of the popularity of Islamic boarding school leader also influences the development of existing business units under the management of Islamic boarding schools. In business world, popularity is not enough to make every business grow well, but the leader of Darul Yatama Wal-Masakin Islamic boarding school Foundation (Dayama) in Jerowaru, East Lombok has expertise in implementing strategic management, marketing management and entrepreneurship.

In addition to strategy management and entrepreneurship, because marketing is a process that must be carried out by Islamic boarding schools to provide satisfaction to stakeholders and community. Emphasizing on giving satisfaction to stakeholders is something that must be done by each institution to be able to

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<sup>3</sup> Andi Rasyid Pananrangi, *Manajemen Pendidikan* (Jakarta: Celebes Media Perkasa, 2017), 35-36.

compete.<sup>4</sup> From observations made by the researcher and documentation shown by Darul Yatama Wal-Masakin Islamic boarding school, there is a lot of land expansion and or business unit development carried out by the boarding school, such as in the livestock, agriculture and other business units. In livestock business unit, for example, the number of cows were initially less than one hundred and placed in a housing complex. Due to the ability to implement strategy management, the number of cows and the expansion of cages to date has increased in number and placed in different places. While the results obtained from all business units owned by Darul Yatama Wal-Masakin Islamic boarding school are fully submitted to the Islamic boarding school and then the financial turnover is determined entirely by the Islamic boarding school in the context of developing its entrepreneurship.

However, the head of the Darul Yatama Wal-Masakin Islamic boarding school still feels difficulty in increasing his existence in developing each business unit he manages due to the low human resources used in handling each of these business units and the lack of ability to utilize and analyze the internal environment and external environment of the Islamic boarding school. Noor Ahmady said that "one of the successes of an Islamic boarding school running a business is because it is supported by strong human resources".<sup>5</sup>

## RESEARCH METHOD

### *Research Approach and Type*

The research type in this thesis is a descriptive qualitative research, in which this study only describes or presents research data related to the Modernization of Islamic Boarding School: Competitive Advantages in Darul Yatama Wal-Masakin (DAYAMA) Islamic Boarding School, in Jerowaru, East Lombok. Meleong said that qualitative research is "a research procedure that produces descriptive data in the form of written or oral words from people and observed behavior".<sup>6</sup> In addition, the

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<sup>4</sup> Muhaimin. *Manajemen Pendidikan; Aplikasinya dalam Penyusunan Rencana Pengembangan Sekolah/Madrasah*. (Jakarta: Kencana Prenada Media Group, 2011), 98.

<sup>5</sup> Noor Ahmady, *Pesantren Dan Kewirausahaan (Peran Pesantren Sidogiri Pasuruan Dalam Mencetak Wirausaha Muda Dan Mandiri)*. Executive Summary Penelitian Di Lemlit UIN Sunan Ampel Surabaya.

<sup>6</sup> Lexy Meleong, *Metodologi Penelitian Kualitatif* (Bandung: Remaja Rosdakarya, 2002), 3.

researcher intended to try to understand social situations in depth and can find patterns, hypotheses and theories.

### ***Place of Research***

This research was conducted at the Darul Yatama Wal-Masakin Foundation (Dayama) in Jerowaru, East Lombok, West Nusa Tenggara. This research was carried out with a study on Modernization of Islamic Boarding School: Competitive Advantages in Darul Yatama Wal-Masakin (DAYAMA) Islamic Boarding School, in Jerowaru, East Lombok.

### ***Researcher's Presence***

In qualitative research, the researcher will be the instrument or research tool. The presence of researcher acts as a key instrument. Because, it is a determinant of all research processes in the field. The presence of the researcher is not only intended to influence a research subject, but to obtain precise and accurate and convincing data in accordance with what is needed by the researcher.

### ***Data Source***

Sugiyono said in qualitative research, the data source is chosen by purposive sampling and snowball sampling. Purposive sampling is a sampling technique for considering specific data sources by selecting the person who is considered the most knowledgeable about what we expect, or perhaps he is the ruler so that it will be easier for the researcher to explore the object / social situation under study. Snowball sampling is a data source sampling technique, which is initially small in number, then gradually becomes large".<sup>7</sup>

However, in this research activity, the researcher only used the Purposive sampling method by selecting certain people who were considered to be able to provide the necessary data or who could provide complete and valid data.

### ***Data Collection Technique***

Data collection in this study was done by using observation, interviews, and documentation.

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<sup>7</sup> Sugiyono, *Metode Penelitian: Kuantitatif, Kualitatif, dan R&D* (Bandung: Alfabeta, 2016). 223

### 1. Observation Method

Husaini Usman said that observation is a complex process, composed of psychological and biological aspects.<sup>8</sup> The intended observation is direct observation. This observation was done by direct observation to the object of research to look closely at the activities carried out. The researcher observed the implementation and activities in the Islamic boarding school in order to find out how the implementation of the strategy management in developing entrepreneurship was.

### 2. Interview Method

The researcher conducted interviews related to the Internal Environment and External Environment of Darul Yatama Wal-Masakin (Dayama) Foundation in Jerowaru, about the strategy management, marketing management and the entrepreneurial planning. The interview steps for collecting qualitative research data according to Lincoln and Guba in Sugiyono are:<sup>9</sup> a) Determining to whom the interview will be conducted; b) Preparing the main issues that will be discussed; c) Carrying out an interview flow; d) Confirming an overview of the results of the interview and completing it; e) Writing the results of the interview into the field notes; and f) Identifying follow-up from the results of the interview. In conducting this interview, the leader of the Islamic boarding school or those who are considered the most capable and know about the data needed by researcher are interviewed.

### 3. Documentation Method

The document method is a complement to the use of observation and interview method in qualitative research. This method is used to obtain documentary data from Darul Yatama Wal-Masakin Foundation (Dayama) in Jerowaru East Lombok, East Lombok, West Nusa Tenggara, such as geographical location, organizational structure, history of establishment, profile, and so on.

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<sup>8</sup> Husaini Usman, *Metodelogi Penelitian Sosial* (Jakarta: Bumi Aksara, 1996), 54.

<sup>9</sup> Sugiyono, *Metode Penelitian*, 235.

### ***Data Analysis Technique***

Sugiyono explained that "the activities in analyzing data are data reduction, data display, and conclusion drawing / verification".<sup>10</sup>

#### **1. Data Reduction**

Data reduction is a form of analysis that sharpens, classifies, disposes of unnecessary, and organizes data in such a way that final conclusions are obtained and verified. Data reduction continues throughout the study. The researcher collected all the research results in the form of interviews, documents, photographs and other important notes related to the Internal Environment and External Environment of Darul Yatama Wal-Masakin Foundation (Dayama) in Jerowaru on strategy management, marketing management and entrepreneurial planning.

#### **2. Data Presentation (Data Display)**

Simplified data is then presented by describing the data exposure narratively. Thus, a temporary conclusion will be obtained in the form of research findings related to the Internal and External Environments of Darul Yatama Wal-Masakin Foundation (Dayama) in Jerowaru, on strategy management, marketing management and entrepreneurial planning.

#### **3. Conclusion Drawing / Verification**

Drawing conclusions must always be based on all the data that has been obtained in research activities. In other words, drawing conclusions must be based on real data, not on the wishful thinking of the researcher. The conclusion in qualitative research will answer the problem formulation that has been formulated.

### ***Data Validity Check***

To fulfill the validity of the data on *Modernization of Islamic Boarding School: Competitive Advantages in Darul Yatama Wal-Masakin (DAYAMA) Islamic Boarding School in Jerowaru, East Lombok*, the researcher used the following techniques:

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<sup>10</sup> Sugiyono, *Metode Penelitian*, 246.

a. Extension of Participation

Extension of participation allows an increase in confidence in the data that has been collected, due to the extension of the participation of the researcher at the research location for a long time to detect and account for distortions that might be polluting the data.

b. Perseverance Observation

Perseverance in observing was intended to find the elements and characteristics in the situation sought in detail. In this case, the researcher made observations very carefully and in detail and continued against the factors that stand out, then the researcher examined them in detail so that all factors are easily understood.

c. Triangulation

With triangulation, the researcher could re-check his findings by comparing with various sources, methods, or theories. Therefore, the researcher asked various kinds / variations of questions, checked using various data sources, and utilized various methods so that data trust checking could be done. So that the data obtained really reaches a high level of trust.

## DISCUSSION

### Strategy Management; Competitiveness of Darul Yatama Wal-Masakin Islamic Boarding School

Sofjan Assauri argues that "strategy management is the process of establishing vision, mission and objectives of an organization, as well as developing policies and implementing programs to achieve them".<sup>11</sup> Furthermore, Sedarmayanti said "strategy management as a process / range of activities in decision making that is still fundamental and comprehensive, and accompanied by how to implement it made by a leader and then implemented by all levels of the organization to achieve goals".<sup>12</sup> The great potential possesses by Darul Yatama Wal-Masakin Islamic

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<sup>11</sup> Sofjan Assauri, *Strategic Management: Sustainable Competitive Advantages* (Jakarta: PT RajaGrafindo Persada) hal.9. edisi 2.

<sup>12</sup> Sedarmayanti, *Manajemen Strategi*, (Bandung: PT Refika Aditama, 2014), 3.



boarding school is a very strong internal environment, the great potential is in the form of fundamental thinking from its founder, namely TGH. Muhammad Mutawalli Yahya Al-Kalimi. He has independent concept in the managing and funding the Islamic boarding school and does not depend entirely on the government. The concept of independence that he initiated is to prepare facilities that can be used as a source of funds to finance the management of the Islamic boarding school.

Habib Thoah believes that "Islamic boarding schools are also understood as being involved in the process of social change amid the changes that occur. In its involvement with the intended role, function and change, Islamic boarding schools play a key role as a motivator, innovator, and dynamic community activist that consistently instills a spirit of independence, entrepreneurship, and does not depend on others".<sup>13</sup>

In addition, geographically and sociologically Darul Yatama Wal-Masakin Islamic boarding school has a very strategic position because it is located in the southern part of east Lombok and borders central Lombok. Thus, Darul Yatama Wal-Masakin Islamic boarding school has enormous resource potential in the form of vast land, large business developments and even politically Darul Yatama Wal-Masakin Islamic boarding school has a very wide family and community network. Sociologically, a large social network by involving the community which is the basis of its mass. Darul Yatama Wal-Masakin Islamic boarding school congregation is spread along the southern coast of East Lombok, Central Lombok, West Lombok and even Mataram City.

The congregation of Darul Yatama Wal-Masakin Islamic boarding school exists along the coastal areas of Lombok island, in addition to this the rural communities who are predominantly employed as fishermen, farmers, a small portion of businessmen and apparatus. This potential can be seen from several buildings in Darul Yatama Wal-Masakin Islamic boarding school as part of the contribution of the congregation.<sup>14</sup>

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<sup>13</sup> Habib Thoah, *Kapita Selekta Pendidikan Islam* (Yogyakarta: Pustaka Pelajar, 1996), 52.

<sup>14</sup> Observasi, 12 Desember 2019

That way, TGH. Muhammad Mutawalli Yahya Al-Kalimi, not only developed a source of funds for the Islamic boarding school but he also put forward the preaching bi al-hal to his followers through the mutual cooperation system. Emphasizing the pattern of da'wah bi al-hal, in addition to the pattern of da'wah bi al-lisan as well as aiming at developing the socio-economic community to his followers.

Suhartini argued that "Islamic boarding schools with various hopes and predicates attached to them, actually ended up in three main functions that they always carry, namely: 1) as a center for the cadre of religious thinkers (center of excellence), 2) as an institution that generate human resources (human resource), 3) as an institution that has power in community empowerment (agent of development)".<sup>15</sup>

Therefore, TGH. Muhammad Mutawalli Yahya Al-Kalimi and his congregation have succeeded in building various public facilities, such as roads, bridges, small dams, and markets (Baduik / Jor market, Beleke market, Pujut market), and others. The ideas and patterns of social and economic development of Islamic boarding school coined and implemented by TGH. Muhammad Mutawalli Yahya Al-Kalimi was the forerunner of entrepreneurship at Darul Yatama Wal-Masakin Islamic boarding school and was later passed on by his eldest son, TGH. Muhammad Sibawaihi Mutawalli. During his time, the business units were expanded even more, with more types.

TGH. Muhammad Sibawaihi Mutawalli was the developer of the external potential of the Islamic boarding schools. In this phase, what characterizes Darul Yatama Wal-Masakin is the development of external resources that can be constructed into a potential that can contribute to the Islamic boarding school only, but has an impact on community development. The success of the second caregiver was presenting management functions in the business development of the Islamic boarding schools such as having plans, developing entrepreneurship and developing the Islamic boarding schools marketing systems.

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<sup>15</sup> Suhartini, *Problem Kelembagaan Pengembangan Ekonomi Pondok Pesantren*, dalam A. Halim (eds). Manajemen pesantren (Yogyakarta: Pustaka Pesantren, 2005), 233.

Program planning is a preparation for carrying out a goal that is always done by TGH. Muhammad Sibawaihi Mutawalli. He usually provides an outline to be carried out by the boarding school administrators and the management of other fields including various activities such as formulating activity steps, determining the needs followed by determining the strategy, achieving goals and then determining the program to carry out certain strategies.<sup>16</sup>

Planning is to set targets to be achieved in the future. In an organization, planning is a process of thinking and setting the direction, objectives, and actions carefully while studying various resources and methods / techniques that are appropriate.

Entrepreneurship units that have been developed since TGH. Muhammad Mutawalli Yahya Al-Kalimi period and TGH. Muhammad Sibawaihi Mutawalli could not be developed optimally, some of the business units were even abandoned or neglected. Various obstacles hampered its development, the most prominent were poor management, lack of human resources, and lack of financial resources. The next generation of TGH. Muhammad Sibawaihi Mutawalli are his two sons, TGH. Badarul Islam and TGH. Saipul Islam, MA, who continues to carry on the bright idea and develop the entrepreneurship.

It seems that Darul Yatama Wal-Masakin Islamic boarding school will experience rapid progress because some of the successor sons have great potential to develop institutions that are inherited both quantitative and qualitative potential. There are several factors behind this assumption, including: (1) the sons of the late TGH. Muhammad Sibawaihi Mutawalli have high academic qualifications (S2) and alumni of leading institutions both domestically and abroad Makkah and Madinah, (2) progressive development; Darul Yatama Wal-Masakin Islamic boarding school is currently preparing for a college establishment, (3) strong in maintaining inherited traditions, and (4) accepted by all levels of society.<sup>17</sup>

The form of strategy management implementation carried out by Darul Yatama Wal-Masakin Islamic boarding school (Dayama) in Jerowaru, East Lombok

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<sup>16</sup> Wawancara pengurus pesantren, 17 Desember 2019

<sup>17</sup> Observasi, 20 Desember 2019

in developing competitive management strategy in the field of entrepreneurship are found in several fields such as cooperatives, agriculture, animal husbandry, and gas stations as explained in the following table.

Table; Type of Business, Processing Technique, Type of Production and Utilization of Entrepreneurship Development in Darul Yatama Wal-Masakin Islamic Boarding School.

No	Type of Business	Management Technique	Types of Goods / Services	Utilization and Allocation of Profit of Business Unit
1	Gas station	Self-management model based on Pertamina's rules	Fuel oil (premium, pertalite, Pertamax and diesel).	to buy, add, and expand business units and or everything that the foundation needs
2	Animal husbandry	Coordinated by a chairman for each cattle shed. Cows and goats are raised using a profit-sharing system between farmers and foundations.	Cows and goats	to buy, add, and expand business units and or everything that the foundation needs
3	Agriculture	Coordinated by a chairman appointed by the foundation to manage the fields. The management technique is carried out using a profit-sharing system and rent. In the rainy season, agricultural land is managed with a snapping system	Rice and corn	The funds obtained then managed by the foundation for the development of the foundation's business unit.
4	Fishery	Self-managed by the foundation by appointing a field coordinator to	Shrimp, fish (sea water, fresh water) and salt	to buy, add, and expand business units and or everything that the

		determine guards, workers and tenants. Using a profit-sharing system		foundation needs
5	Cooperative	<ul style="list-style-type: none"> <li>- UD Jumhuriyah managed with a partnership model with a third party. The management consists of a manager and several employees</li> <li>- Al-Imran Cooperative and Al-Kalimi stores are managed in a self-managed model. The management consists of a manager and several employees.</li> </ul>	Daily necessities (rice, noodles, sugar, coffee etc.). School supplies (uniforms and stationery)	Development of educational institutions and activities of social institutions.

From the above table it can be explained that Darul Yatama Wal-Masakin (Dayama) Islamic boarding school in Jerowaru, East Lombok is very interesting. The ability to implement strategy management is very clearly visible. As seen from the data obtained above, it shows that the expertise of Darul Yatama boarding school leader in managing finances is extraordinary. The development and addition of business units carried out by the foundation are done in a very neat way. The needs for each particular institution that requires funds such as community social institution is only taken from the results of cooperatives owned. Meanwhile, some funds obtained from the fuel business unit, livestock, agriculture, and fisheries as well as rice fields are used to develop infrastructure, facilities and infrastructure of the educational institutions owned by the foundation and also to improve the welfare of all the teachers and staffs.

### **Islamic Boarding School Modernization; The Marketing Excellence of Darul Yatama Wal-Masakin**

The socio-economic conditions of the most people in Jerowaru are farmers and they have a homogeneous socio-culture that directly or indirectly has a positive impact on the development of Dayama Islamic Boarding School in Jerowaru.

With such condition of the community, all business units developed by the foundation get significant support from the community. Besides being a source of funding for the foundation business units, they can be used as partners in developing business units, as well as market share for the foundation business units.

The leader of the foundation is able to influence his followers to prepare the business units needed, for example building a business place, making ponds, greening, etc. because of the exemplary and observance of the congregation. Then the development of business units is carried out independently by the foundation using the resources they have.

While the land assets owned by the foundations spread in several locations, especially in Jerowaru and Keruak, these land assets have the potential to become the location for developing the foundation business units. With the relevance of the foundation's business units, the business units developed by the foundation are in accordance with the community needs and the local environment. For example, groceries that are sold in the trading business units and fuel at gas stations are the basic needs of the local community. Stationery provided at the foundation cooperative can meet the needs of students. Then the agricultural, plantation and fishery business units are very suitable to be developed because the communities around the foundation are farmers (agrarian communities) and fishermen (coastal communities).

In line with the above, when viewed from marketing management in the action, it includes several processes as expressed by Kotler and Armstrong as follows; 1). Analyzing, analyzing is interpreted as an activity in analyzing consumers' needs, 2). Planning, is interpreted as a process for preparing the steps to be carried out, 3). Implementation is an implementation of the steps that have been planned. 4).

Supervision, is an activity to control all activities, from the beginning to the end. Meanwhile, Maulida asserted as follows; 1). Marketing planning, determining everything before marketing activities are carried out, covering the objectives, strategies, policies, and tactics that will be carried out. 2). Everyday marketing implementation, is a process that changes marketing strategies and plans including daily activities, from month to month that carry out marketing plans effectively.<sup>18</sup>

Meanwhile, as a large Muslim area, Sasak community has a high degree of fanaticism towards Islam and their leaders, including the followers of the leader of Darul Yatama Wal-Masakin Islamic boarding school. His words are generally imprinted in the souls of each person of the congregation and this fosters the passion of struggle to develop Dayama Islamic Boarding School in Jerowaru. This attitude contributes very significantly to the foundation's entrepreneurship development. Sources of funds for the foundation business units are obtained from the community.

In developing entrepreneurial foundations, there are several institutions / agencies that can be invited to work together or become business partners, for example Animal Health Center, Department of Agriculture and Forestry, Department of Fisheries and Maritime Affairs, University of Mataram, businessman who buy products, and others.

## CONCLUSION

From the discussion described by the researchers above it can be concluded as follows:

- 1) The internal and external potential of Darul Yatama Wal-Masakin foundation (Dayama) in Jerowaru East Lombok is found in the fundamental thinking of its founder, namely TGH. Muhammad Mutawalli Yahya Al-Kalimi, and the modernization done by TGH. Muhammad Sibawaihi Mutawalli with the concept of independence. The concept of independence that he initiated is to prepare facilities that can be used as a source of funds to finance the

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<sup>18</sup> Silvana Maulida, *Pengantar Manajemen Agribisnis* (Malang: UB Perss, 2012),177.

management of the foundation. Strategy management in entrepreneurship development can be seen from the business units developed such as: gas stations, animal husbandry, agriculture, fisheries and cooperatives.

- 2) Marketing management used is to involve all communities as partners in every business that is developed.

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